United Nations DP/RCF/RBA/2

Executive Board of the United Nations Development Programme and of the United Nations Population Fund

Distr.: General
21 November 2001

Original: English

First regular session 2002
28 January-8 February 2002, New York
Item 3 of the provisional agenda
Country cooperation frameworks and related matters

Second regional cooperation framework for Africa (2002-2006)

Contents

		Paragraphs	Page
	Introduction	1–4	2
I.	Development situation from a sustainable human development perspective	5–9	2
II.	Results and lessons of past cooperation	10–11	3
III.	Objectives, strategic areas of support and expected results	12–14	4
	A. Strategic area of support 1: Strengthening democratic and participatory governance	17–19	5
	B. Strategic area of support 2: Making globalization work for Africa	20–22	5
	C. Strategic area of support 3: Conflict prevention, peace-building and disaster management	23–25	6
	D. Strategic area of support 4: Reducing the HIV/AIDS threat to and impact on Africa	26–28	6
	E. Emerging issues critical to bringing Africa into the mainstream of world development	29	7
IV.	Management arrangements	30–44	7
	A. Programme development and management	30–32	7
	B. Execution and implementation	33–36	8
	C. Monitoring, review and reporting	37–40	9
	D. Resource mobilization	41–44	9
Annex			
	Resource mobilization target table for Africa (2002-2006)		10

01-65643 (E) 041201

Introduction

1. The second regional cooperation framework (RCF) for Africa is based on broad consultations within the region (with Governments, civil society organizations (CSOs), regional and subregional organizations), UNDP, the United Nations system and other stakeholders. The process started with an in-depth document review that was summarized in an issues paper outlining major issues relating to the new directions of UNDP, the challenges Africa faces, and priorities identified for Africa by regional and subregional bodies, the United Nations global conferences of the 1990s, the Millennium Summit and others. Through further extensive consultations in the region, the focus was then narrowed in a position paper that presented selected focus areas, programme ideas, and strategic initiatives, and outlined an approach to the programming, implementation and management of the RCF. The position paper was then developed into a detailed concept paper that served as the basis for further consultation through the UNDP country offices, a Regional Bureau for Africa (RBA) advisory panel, an Economic Commission for Africa (ECA) Ministerial meeting, an Organization of African Unity (OAU) conference with civil society, the African Development Bank (ADB) and subregional economic commission executives. The RCF is the result of the refinement of the concept paper (see www.undp.org/rba/), and the wide-ranging consultations undertaken over the last eight months.

2. The RCF is one of the means by which UNDP will contribute to the achievement of the targets of the Millennium Declaration in Africa. The Millennium Declaration states: "We will support the consolidation of democracy in Africa and assist Africans in their struggle for lasting peace, poverty eradication and sustainable development, thereby bringing Africa into the mainstream of the world economy". But, as asserted in the New Partnership for African Development (NEPAD), approved by the newly formed African Union in Lusaka in July 2001, "Africans must not be the wards of benevolent guardians; rather they must be the architects of their own sustained upliftment".

3. Within this vision of bringing Africa into the mainstream of world development, the overall RCF focus will remain poverty eradication and sustainable human development. This overall objective is shared with the New Partnership, which has as its long-term objective: "To eradicate poverty in Africa and to place African countries, both individually and collectively, on a path of sustainable growth and development and thus halt the marginalization of Africa in the globalization process". The RCF will focus on four major challenges to Africa and its partners: (a) strengthening democratic and participatory governance; (b) making globalization work for Africa; (c) preventing conflict, building peace and managing disasters; and (d) overcoming the HIV/AIDS epidemic. The RCF will work with African partners to articulate intermediate targets for the first five years, particularly within the context of the New Partnership.

4. The RCF complements the global cooperation framework (GCF), which guides the work of UNDP at the global level. The value added by the RCF is that it will support African regional initiatives in basically the same areas as the GCF and thus enable, on the one hand, greater use of GCF core services and, on the other, greater focus on African priority issues. Through specially designed links, it will also provide a multiplier effect to African country programmes as embodied in the country cooperation frameworks (CCFs). Thus, African countries will derive greater benefits from the alignment of all three levels of UNDP operations and the synergy among them: global, regional and country.

I. Development situation from a sustainable human development perspective

5. At the dawn of a new century and millennium, Africa remains an underdeveloped continent with tremendous potential and importance for global sustainable human development and poverty eradication. It has abundant natural resources and minerals, and stores of public goods such as rain forests, wildlife and reserves that are critical for global ecosystem balance and biodiversity. It has a youthful population, rich cultural traditions and vibrant communities. Increasing democratization and public participation in governance, as well as important nodes for integration into global systems of information, technology, knowledge and commerce, bode well for the acceleration of African development in the twenty-

first century. The growing African renaissance movement, new levels of regional and subregional integration and a new spirit of independence, cooperation and determination augur well for the continent's progressive integration into all systems of world development. This emergent reality is nowhere more cogently evident than in the New Partnership for African Development.

6. Ever since "the lost decade" of the 1980s, the international community has recognized a special situation in Africa. The United Nations global conferences of the 1990s all made special provision for Africa, and international development agencies, including the United Nations, launched special initiatives. There are success stories in Africa today, yet the overall situation still calls for special consideration for the acceleration of the sustainable human development of the continent. Meeting the target of the Millennium Declaration of halving absolute poverty by 2015 will be a major challenge in Africa. It is estimated that up to 50 per cent of the region's population lives in absolute poverty, a situation projected to worsen in the next five years if current trends continue. The *Human Development Report 2001* shows that 26 of the 40 countries with the lowest rankings on the human poverty index are in sub-Saharan Africa. Most African countries now have poverty-reduction strategies, either Poverty-Reduction Strategy Papers under the Highly Indebted Poor Countries initiative or on their own volition. The New Partnership mainstreams poverty reduction in all its initiatives in order to reach the international development goal of the Millennium Declaration.

7. As is clear in the more in-depth analysis in the concept paper, the basic indicators of the situation in sub-Saharan Africa in the three challenge areas present a bleak picture: from 1975 to 1999 per capita gross domestic product (GDP) declined by 1 per cent annually. The past decade saw a decline of "only" 0.4 per cent per year while, with a few notable exceptions, annual GDP growth rates remained below 5 per cent per annum. During 2000, armed conflict prevailed in six countries and over 15 other countries were affected by conflict in some way. Of the 36 million people living with HIV/AIDS worldwide in 1999, over 25 million (70 per cent) were in Africa and 80 per cent of new infections in 2000 were estimated to be in Africa.

8. Two of the critical dimensions of sustainable human development, gender equity and environmental management, are of such importance in Africa that they must be mainstreamed in all RCF programmes. In the *Human Development Report 2001* ranking of 146 countries on the gender-related development index (GDI), the 25 lowest ranking countries are all in sub-Saharan Africa with another 10 ranking below 100. At the same time, experience has shown that women in Africa, if fully empowered and enabled, can rise to the challenges and make a major difference. Cross-border environmental and natural resource management issues in Africa concern mainly water, energy, desertification and the protection of rain forests and wildlife, especially endangered species, all of which are global public goods. While most African countries have ratified environmental treaties, much work remains to be done for African countries to have sustainable development regimes in place to ensure sound management of natural resources and the environment and to give effect to these treaties.

9. Regional integration and strong regional institutions are of vital importance for the achievement of sustainable development and poverty eradication goals in Africa. Progress in this area has been slow over the last decades, but the recent launching of the African Union and the New Partnership for African Development are strong indicators of a new spirit of cooperation, resurgence and determination in Africa to come to grips more decisively with its development challenges at all levels — regional, subregional and national.

II. Results and lessons of past cooperation

10. The mid-term review of the first RCF identified a number of areas in which the regional programme had an impact in Africa, including that it: (a) contributed to strengthening intercountry cooperation in areas such as the Economic Community of West African States (ECOWAS) based small arms control or the South African Development Community (SADC) water sector coordination; (b) enhanced regional capacities in a number of areas such as the development of common regional trade positions for World Trade Organization (WTO) negotiations or entrepreneurship; (c) contributed to the building of the institutional infrastructure for regional and subregional integration; (d) enriched the policy process at the country level, especially through activities such as long-term

planning, governance and private sector development; (e) generated new insights and practices in sustainable human development, especially in poverty eradication, gender and employment issues; (f) made significant contributions to subregional approaches to human development, such as the SADC *Human Development Report*; and (g) contributed to the strengthening of regional and subregional linkages and exchanges among non-governmental and private-sector organizations, thereby engaging a wider range of stakeholders in the regional programme. The second RCF will build on these strengths.

11. The mid-term review, several regional programme evaluations and lessons learned in other intercountry programmes highlight the following concerns that were evident in the first RCF: (a) limited ownership of programmes by African institutions; (b) insufficient exploration and capitalization of the potential of partnerships with core regional institutions such as the Organization of African Unity (OAU), the subregional economic commissions and the AfDB; (c) a lack of coherence and synergy among different programmes; (d) weak linkages with country programmes, preventing the considerable synergies that could have been achieved; (e) no clear strategy for capacity-building and institutional development as an integral part to programme development and implementation; (f) a need for stronger strategies for partnership and resource mobilization; and (g) need to rationalize management and implementation arrangements in order to clarify responsibilities and accountability and generate more synergy. These concerns have been taken into account in the design of the second RCF.

III. Objectives, strategic areas of support and expected results

12. The RCF will focus on four interrelated areas selected on the basis of the leverage they provide for progress towards the overall goal of bringing Africa into the mainstream of world development: (a) strengthening democratic and participatory governance; (b) making globalization work for Africa; (c) preventing conflict, building peace and managing disasters; and (d) reducing the HIV/AIDS threat to and impact on Africa. Widely recognized in African, United Nations and other international contexts as high priority areas for Africa at the start of the new millennium, these focus areas are central to the New Partnership, whose priorities are strongly consistent with those of the RCF in all four areas.

13. The first area focuses on the foundations for sustained African capacity to meet the challenges of the new century while the other three reflect some of the main challenges to Africa's integration into world development. The challenges in these three areas are interrelated and tend to reinforce each other in a vicious circle, thus having a cumulative effect on undermining or weakening governance capacity. For example, some aspects of globalization tend to undermine African capacities to manage their economies and societies, thus reinforcing vulnerability to conflicts. Similarly, globalization regimes, such as the TRIPS, virtually exclude the entire population of Africa from access to drugs for the treatment of HIV/AIDS. Conflicts contribute to vulnerability to HIV/AIDS and to the spread of the epidemic. Conflict and HIV/AIDS, addressed by the third and fourth areas in turn further erode capacities to participate in globalization and join the mainstream of world development. Through strengthening governance capacities in relation to all three challenges and creating synergy among programmes in all focus areas, the aim is, thus, to create a virtuous circle towards African integration into world development. The RCF will add value and complement national CCFs in all four areas either through experience and sharing best practices or through innovative, demonstrative programmes. The RCF will also promote the recognition of the global public goods dimensions of this virtuous circle and of African renewal in general.

14. In each of these focus areas, programmes will also address cross-cutting objectives that are critical to sustainable human development and poverty eradication in Africa: (a) gender equality and the advancement of women; (b) protecting and regenerating the environment; and (c) strengthening capacities for regional cooperation and integration. Programming guidelines for mainstreaming these issues will be provided to programme partners. Programme partners will also be sensitized to the need to factor in concerns such as human rights, HIV/AIDS and information and communication technologies (ICT) into the design of programmes and to seek opportunities to generate synergy among programmes across focus areas.

15. In line with the UNDP upstream focus and the types of support that respond most effectively to African needs and priorities, key services from the following menu will be provided in the strategic areas of support: (a) networking for building on shared experience, knowledge and best practice; (b) advocacy, policy advice and support; (c) strategic planning, futures and policy studies; (d) strengthening and enhancing capacities; and (e) catalytic demonstration programmes to showcase the effectiveness of innovative approaches. Several strategic areas of support are detailed for each focus area in the concept paper. The specific outcomes expected with regard to the strategic areas of support for each immediate objective and their relation to the SRF are presented in annex 1 of the concept paper.

16. To be eligible for RCF support, proposals must meet at least one of the following criteria: (a) the programme clearly adds value to country programmes by addressing cross-border or regional issues of importance to a number of countries; (b) the programme has a catalytic design with significant innovation and clear upstream implications for participating countries that are committed to learn from the experience and build on it; (c) the programme adds value to a global or interregional programme that provides opportunities for extraregional partnerships, learning, networking and cost-sharing. Ongoing programmes have been screened to ensure that they meet the criteria and fit into the focus areas. Those that did not have been closed or will end no later than 2002.

A. Strategic area of support 1: Strengthening democratic and participatory governance

17. In spite of the marked progress made in Africa in the last decade or two, democratic institutions and practices remain fragile and, in some countries, liable to reversal. Legislative, judicial, human rights, administrative, economic management and security institutions and skills need to be consolidated. Political stability, predictability and legitimacy need to be fostered as essential conditions for sustainable human development and poverty eradication. Partnership between government and civil society, as well as participatory decision-making need further strengthening. As the African Union was launched in Lusaka in July 2001, the critical first years of the transition from OAU to the African Union will coincide with the RCF period. The New Partnership for African Development, as noted above, has a strong component for promoting good governance: the Democracy and Governance Initiative.

18. Programmes in democratic and participatory governance will pursue four immediate objectives: (a) strengthen democratic governance institutions (legislative, executive and judicial systems, local governance, and civil society organizations) through knowledge and experience-sharing and advice; (b) advocate constitutional reforms that strengthen the protection as well as the promotion of human rights and the pursuit of gender equity and equality; (c) promote and enhance participatory development management processes that encourage consensus-building on the continent; and (d) research and assess the viability of development policy frameworks that enhance sustainable development on the continent.

19. The results expected are: (a) improved accountability of the public administration systems; (b) improved effectiveness of parliamentary systems and their ability to interact with other branches of government and civil society; (c) rule of law upheld by creating efficient legal and judicial sectors capable of protecting and promoting human rights and democracy; (d) more effective participation by civil society organizations, starting with decentralized local communities as building blocks of development planning and management; (e) sustainable development frameworks in place in most countries and cross-boundary water resources and energy resources managed more effectively. The expected cross-cutting results are better gender balance, sustainable development practices and stronger regional capacities to pursue these objectives.

B. Strategic area of support 2: Making globalization work for Africa

20. Historically, Africa has suffered from unfavourable terms of trade, volatile commodity prices, limited access to financial resources and lack of capacity to compete effectively in global markets. While in theory globalization brings new opportunities in all these areas, it has in reality posed major challenges to Africa and on balance its situation has worsened. Global public goods in Africa have not been adequately factored into this equation. To make the

opportunities offered by globalization real, the special development situation of the region must be taken fully into account in arrangements for global governance, international trade and investment, development cooperation and debt relief. For Africa itself, the challenge is to adopt decisive measures at regional, subregional and national levels to strengthen cooperation in managing globalization so that it works better for the region — fostering rapid, sustainable human development and helping to eradicate poverty.

21. Three immediate objectives for making globalization work for Africa will be pursued: (a) strengthen regional and subregional economic cooperation and integration in the areas of trade, market, and enterprise development as well as access to investment and capital markets; (b) strengthen pro-poor economic governance and public finance management; and (c) narrow the digital divide between Africa and the world.

22. The results expected are: (a) at the human resource level, the establishment of a network of national and subregional trainers and institutions knowledgeable in regional and global trade rules and their implications for policy makers and business operators, starting with SADC and Common Market for Eastern and Southern Africa (COMESA) regions; increased capacity for trade negotiations based on regional or subregional negotiating platforms; (b) at the policy level, improved capacity of national governments and intergovernmental organizations to formulate effective trade and investment strategies and policies; (c) methodologies and tracking indicators tested and developed for better integration of poverty reduction and equity into economic policy formulation; and (d) increased capacity of national ICT policy formulation and rural connectivity initiated through selected pilot programmes. In the cross-cutting areas, the expected results are: (a) higher levels of female participation in programmes and positive impact on women living in poverty; (b) environmental concerns effectively addressed in programmes; and (c) regional capacities to sustain action on immediate objectives strengthened.

C. Strategic area of support 3: Conflict prevention, peace-building and disaster management

23. Conflicts still plague several countries in Africa and often affect entire subregions, such as the Horn, the Great Lakes and Mano River region of West Africa. Such conflicts result in major human suffering, displacement of people, destruction of infrastructure, cessation of economic activities and social disruption. In 1999, sub-Saharan Africa had more than 2.8 million refugees and more than 2 million internally displaced persons. The regionalization of conflict is particularly serious as it undermines development in entire subregions and makes containment and resolution much more complex and challenging. In addition to conflict, many countries in Africa suffer from repeated cycles of floods and drought and can benefit from regional disaster management strategies and the sharing of experience. Significant initiatives in this area by the OAU, ECOWAS and SADC and other regional groupings have so far had limited success in reversing the trends.

24. These challenges will be addressed through three immediate objectives: (a) develop and implement regional strategies for conflict prevention; (b) strengthen regional peace-building and post-conflict recovery capacity; and (c) improve disaster preparedness and management in the region.

25. The results expected are: (a) a reduction in the incidence and recurrence of conflict; (b) increased effectiveness in regional peace-building and recovery processes; and (c) vulnerable countries with improved disaster preparedness and management capacities, as well as strengthened regional support capacities. The following cross-cutting results are expected: (a) a high level of female participation in programmes at all stages and gender balance in programme impacts; (b) environmental dimensions of conflicts and disasters effectively addressed; and (c) regional capacities strengthened where needed for sustained action.

D. Strategic area of support 4: Reducing the HIV/AIDS threat to and impact on Africa

26. The epidemic threatens the human development gains made by Africa over the last decades. It is

deepening poverty, which in turn increases vulnerability; reducing both the quality and quantity of education as teachers and students fall victim; overburdening ill-equipped health services; reducing technical and managerial capacities as other professional classes are affected; and diminishing the productivity of the workforce through absenteeism. Governance is also threatened as revenues decline while health and other costs soar. Major regional initiatives to address this situation include the Abuja Declaration and Framework for Action for the Fight Against HIV/AIDS, Tuberculosis and other Related Infectious Diseases in Africa, the International Partnership Against AIDS in Africa, the ECA-African Development Forum Consensus and Plan of Action: Leadership to Overcome HIV/AIDS, and the HIV/AIDS and other communicable diseases programme of the New Partnership. In its Declaration on HIV/AIDS, the special session of the General Assembly recognized the special situation in sub-Saharan Africa and called for increased support from the international community on an emergency basis. UNDP committed itself to support African countries in dealing with the impact of the epidemic on their capacities to reach Millennium Declaration goals. The RCF will seek to strengthen these initiatives and build synergy among them.

27. There are four immediate objectives in the HIV/AIDS focus area: (a) harmonize and strengthen national strategic plans aimed at reducing the spread of HIV/AIDS and its impact on human development; (b) research, develop and disseminate cross-country methodologies and approaches for assessing the impact of HIV/AIDS on development; (c) strengthen the capacities of regional institutions to provide technical and advisory services and products to fight AIDS in the countries of the region; and (d) build regional consensus on strategies for managing the HIV/AIDS epidemic.

28. The expected results are: (a) national strategic plans adopted and implemented in at least five countries; (b) common methodologies and approaches for assessing the impact of HIV/AIDS on development elaborated and adopted; (c) intercountry strategies adopted and implemented for managing the cross-border spread of HIV; and (d) regional and subregional development agenda that integrate HIV/AIDS management strategies implemented by major subregional groups (e.g., SADC, ECOWAS). The cross-cutting expected results are: (a) increased awareness of male responsibilities in preventing HIV infection and decreased vulnerability of women and girls; (b) increased recognition and protection of the human rights of people living with HIV/AIDS; and (c) reduced vulnerability to infection of people living in poverty.

E. Emerging issues critical to bringing Africa into the mainstream of world development

29. The situation in Africa is likely to change in unanticipated ways over the next five years as a result of the introduction of the New Partnership for African Development, the transition to the African Union, deeper debt relief and cancellation, as well as special initiatives to address HIV/AIDS and poverty eradication. In order not to distort the alignment and coherence of programmes within the four substantive focus areas and yet remain responsive to emerging issues, it is necessary to provide an alternative window for support of African initiatives that clearly serve the overall goal in well-defined ways. Other criteria will be that UNDP has a strong comparative advantage in Africa in the proposed area and that the United Nations system recognizes and mandates UNDP leadership. Thus, the only criterion that is relaxed is that of programmes fitting into one of the four focus areas. The number of programmes in this area will be kept to a minimum.

IV. Management arrangements

A. Programme development and management

30. The Regional Bureau for Africa (RBA) will develop a detailed implementation strategy for the RCF that will include a partnership strategy and programme development guidelines. The strategy will have the following purposes: (a) to ensure African ownership of the programmes supported; (b) to enhance cooperation and synergy; and (c) to strengthen African regional institutional capacities in the focus areas. African partners will be drawn from the public, private and civil society sectors, and partnerships with United Nations organizations, bilateral donors and

interregional institutions will be fostered. Joint decision-making and mutual accountability among partners with clearly defined roles and responsibilities at all stages of programme management will be a core principle of the strategy. Partners will be invited to submit proposals for programmes that address the immediate objectives in the focus areas and follow the programme development guidelines. Where necessary, capacities for programme development will be strengthened. Proposals will be appraised using a set of criteria that will form part of the programme development guidelines, which seek to ensure coherence and synergy.

31. RBA will continue to work with key African partners, such as the African Union, the regional economic communities and regional and subregional NGO networks (e.g., The Third World Network, the Council for the Development of Social Service Research in Africa, the African Economic Research Consortium and the women's networks). In line with the new partnership strategy, the Bureau will seek out new partners in the context of the New Partnership and in each focus area and strengthen capacities to participate in the programmes. This will include a wide range of types of partnerships, ranging from partners in programme execution to partners in advocacy and resource mobilization. Cooperation in support of African institutions will be solidified with the AfDB and the ECA through special agreements, and with the World Bank, other United Nations organizations and bilateral donors, such as Norway, the European Commission, and other support partners.

32. A portion of the core RCF resources, $3 million, is set aside to fund the cost of programme development and monitoring, as well as the cost of small, ad hoc regional initiatives. This allocation reflects a recommendation of the June 2000 audit of global and regional projects that UNDP improve its monitoring and accountability of the use of RCF resources. Accordingly, UNDP management endorsed the earmarking of a small portion of RCF resources. The Director, RBA will manage these resources and will report on their use, and the Office of Audit and Performance Review will audit the use of resources.

B. Execution and implementation

33. The implementation strategy will include working out a strategic alliance with the United Nations Office for Project Services (UNOPS) and other United Nations organizations with regard to the execution of programmes under the RCF and oversight of individual execution arrangements. The shared goal of the partnership will be to maximize efficiency and accountability in programme execution while optimizing African ownership. The strategy will be modelled on the agreement between the International Fund for Agricultural Development and UNOPS, which provides for oversight functions allowing beneficiary ownership, with appropriate backstopping arrangements to ensure quality standards. Direct execution by the United Nations partner or RBA will be the exception, resorted to only when it has proved impossible to make satisfactory Africa-led arrangements.

34. Programme implementation will be by the proposing African partner and will be clearly separated from the executing arrangements, even where the same partner or agency is involved in both. RBA will retain responsibility for the selection of technically competent partners for the development and implementation of programmes, as well as for technical backstopping of the implementing agencies. As in execution, African ownership and its effective realization in all implementation arrangements and operations will be a central principle. A programme support, rather than project support, approach will be adopted so that African partners can retain effective ownership and accountability throughout the implementation of the RCF.

35. As part of the implementation strategy, RBA will develop mechanisms for the management and oversight of RCF programmes. An external RBA Advisory Board was established early in the RCF consultation process and comprises a balanced group of widely respected African development practitioners and thinkers. Using a mix of direct and cyberspace meetings, they will provide policy guidance based on the review of results-oriented annual reports and field intelligence for ensuring that programmes remain closely grounded in African priorities and emerging realities. An internal Management Team will make decisions on partner selection, programme development and appraisal of proposals, ensure that eligibility criteria and other RCF guidelines and principles are observed, and monitor all programmes. It will work in close collaboration with the subregional resource facilities (SURFs) and country offices involved in particular programmes and will

make appropriate decentralized management arrangements with principal project representatives.

36. As referred in the global cooperation framework, some funding may have to be made by all regional cooperation frameworks for outposted policy specialists/SURFs in the respective regions.

C. Monitoring, review and reporting

37. The second RCF will be implemented, monitored and evaluated within the framework of the UNDP results-based management system. The immediate objectives and strategic areas of support of each programme have been coded in relation to the corporate strategic results framework (SRF) (see annex 1 of the concept paper). Programming guidelines will provide guidance on ensuring that the specific objectives, outputs and outcomes of programmes are framed to contribute effectively to the SRF targets. More specifically, the objectives, outputs and outcomes of programmes will be operationalized in terms of concrete indicators to be used in monitoring, starting from baseline data on these indicators. Participatory methods of assessment, monitoring and evaluation will be encouraged in all programmes.

38. The subregional clusters will be entrusted with the monitoring of RCF programmes. This will be done at the time of the annual or semi-annual SURF Board meetings. The principal project representatives system will be retained and will function within the context of the SURF subregional boards.

39. A mid-term review of the RCF will be conducted in 2004 under the guidance of the Evaluation Office and submitted to the Executive Board.

40. The RBA Advisory Board will also contribute to the monitoring of the RCF. In each of the cross-cutting areas, it is envisaged that a regional synergy network will be supported to provide monitoring and synergy-generation services across programmes. The network will also bring together programme implementers to share experience and best practices.

D. Resource mobilization

41. The core resource expenditures for the second RCF are expected to be approximately $20 million per year, for a total of $101 million over five years. In view of financial constraints on core resources, greater efforts will be made to raise non-core funding. Each focus area will have its specific resource mobilization strategy.

42. The total financing requirement for the second RCF is approximately $171 million. Based on an estimated assignment of core resources of $101 million for the five-year period, non-core funds of $70 million will need to be mobilized.

43. Projected allocations by focus area:

	Millions of dollars		
Focus area	*Core allocation*	*Non-core requirement*	*Total*
Democratic and participatory governance	21	15	36
Making globalization work for Africa	18	15	33
Conflict prevention, peace-building and disaster management	25	20	45
Reducing the HIV/AIDS threat to and impact on Africa	30	20	50
Emerging issues	4	-	4
Programme development/monitoring	3	-	3
Total	**101**	**70**	**171**

44. Key elements of non-core resource mobilization strategy include: (a) core resources used as seed money to leverage non-core resources; (b) cost-sharing with bilateral donors in select programme areas; (c) corporate sector joint initiatives; (d) partnership with foundations; and (e) access to the regional windows of UNDP thematic trust funds.

Annex

Resource mobilization target table for the second regional cooperation framework for Africa (2002-2006)

Source	*Amount (In thousands of United States dollars)*
UNDP regular resources	
Estimated carry-over	11 805
LINE 1.2	86 475
SPPD/STS	2 697
Subtotal	**100 977**
UNDP other resources	
Government cost-sharing	1 000
Third-party cost-sharing	9 000
Funds, trust funds and other	60 000
Subtotal	**70 000**
Grand total	**170 977**

Abbreviations: SPPD = support for policy and programme development; STS = support for technical services.